The Journey: From LALIGA to LALIGA TECH & Sportian

The Journey

>> LaLiga as a digital and data-driven organization set to offer sector-specific technology to generate value for Sport Properties

2013 - 2016 → **2016 - 2020** → **2021-** →

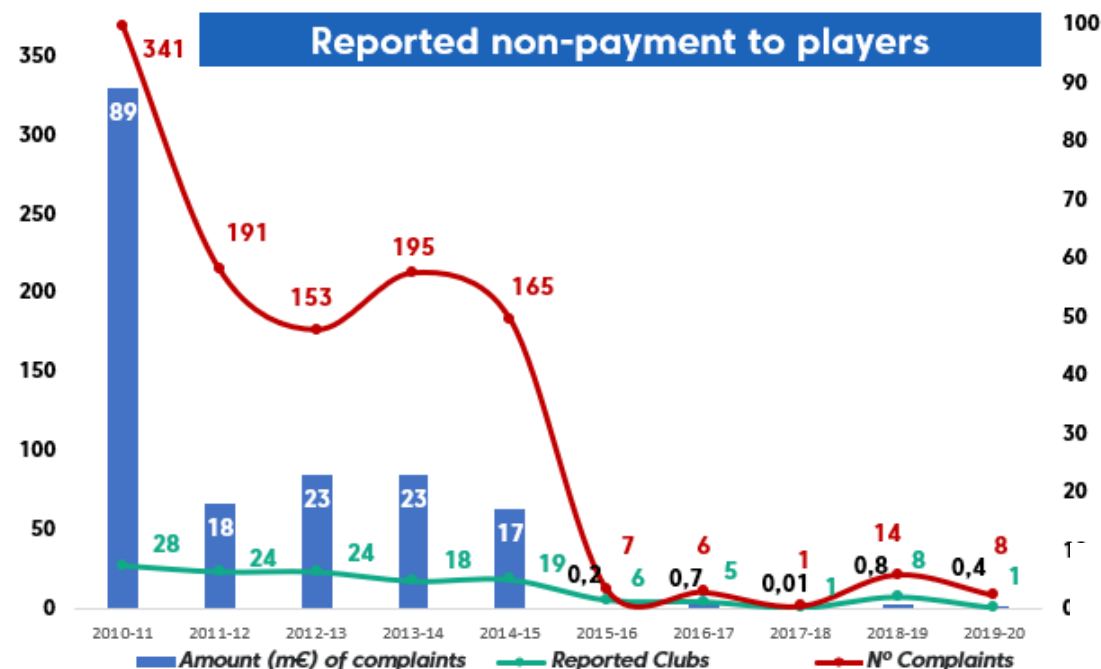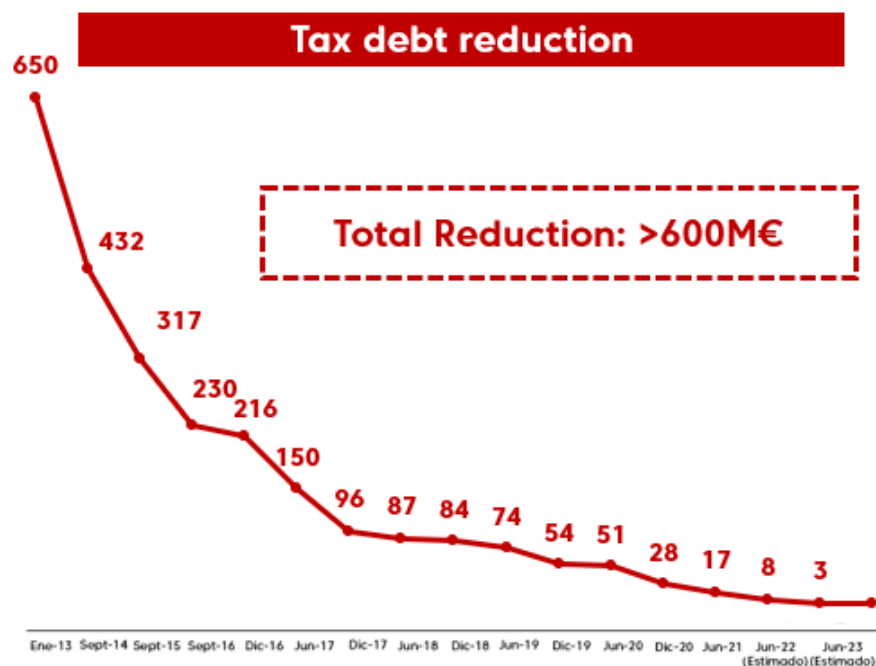| Economic control | Centralization of audiovisual rights | Fight against piracy | Data-driven organization | BI & Analytics | Leading technology company in the S&E sector | Commercialization of technology products and services |

LaLiga TECH

LALIGA

Foundation 1: Economic Control

LaLiga's Economic Control system: before & after

- From 2004 to 2013 there were 30 Spanish clubs entering CVA programmes due to insolvency issues. **From 2013 to present, only 4 clubs have used these arrangements,** but for other reasons (such as shareholders/political reasons)

- In 2013 the total debt of clubs with Spain's Tax Authority amounted to EUR 650M. **Currently, all overdue debt has disappeared,** leaving an amount of EUR 3 million correctly structured in various agreements in accordance with the applicable regulations.

- **Reported non-payment of player salaries has been drastically reduced.**

- **INSIGHT: Sporting success is not incompatible with necessary economic balance and financial sustainability.** Since the start of the 21st Century, LaLiga clubs have won 44 official tournaments organised by UEFA/FIFA, including a total of **5 different clubs since LaLiga implemented its financial regulations in 2013** (compared a combined 26 titles between the next two highest leagues)
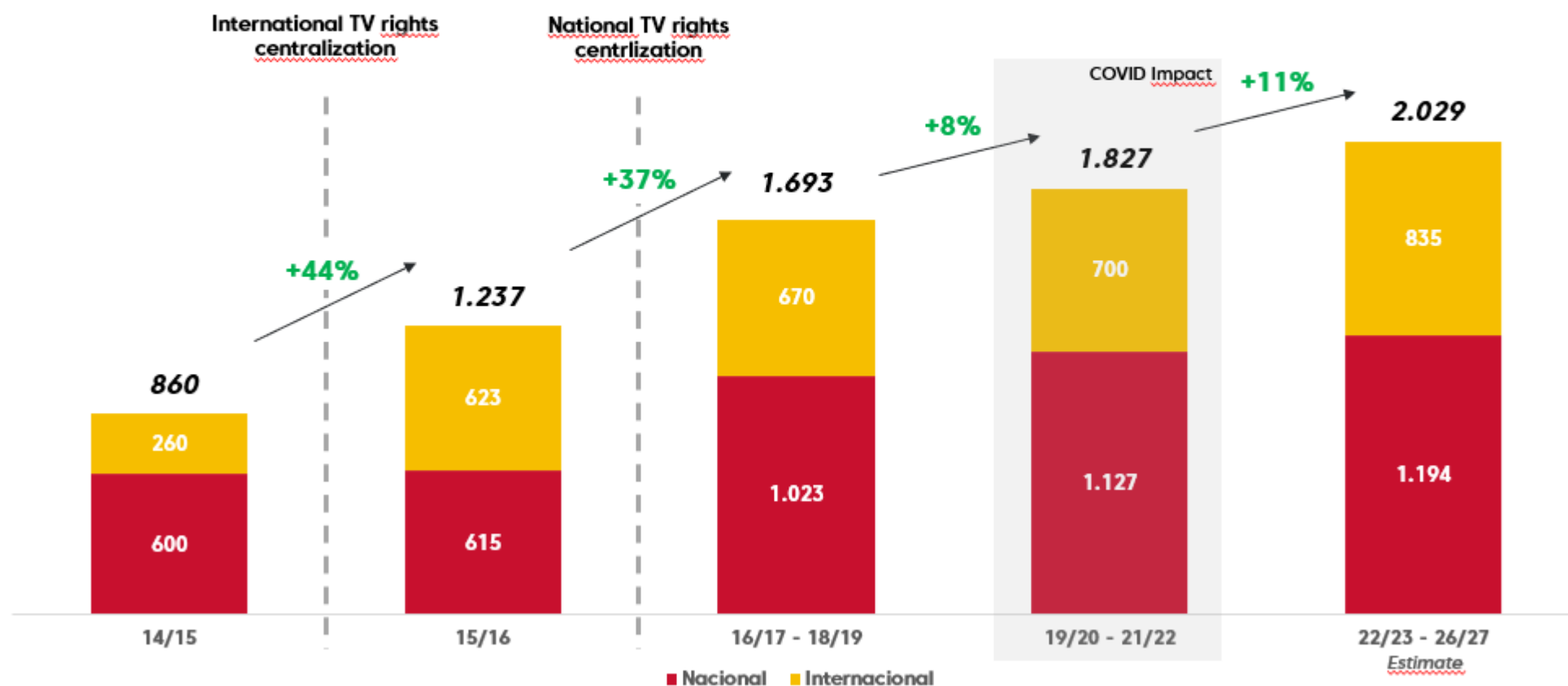

Tax debt reduction

Total Reduction: >600M€

Reported non-payment to players

Amount (m€) of complaints — Reported Clubs — Nº Complaints

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Foundation 2: Centralization of audiovisual rights

> Who we are and where we come from?

Evolution of TV Rights (in m€)

International TV rights centralization

National TV rights centrlization

COVID Impact

860	**1.237**	**1.693**	**1.827**	**2.029**
260	623	670	700	835
600	615	1.023	1.127	1.194
14/15	15/16	16/17 - 18/19	19/20 - 21/22	22/23 - 26/27 Estimate

+44%   +37%   +8%   +11%

■ Nacional   ■ Internacional

Tecnología al Servicio del Negocio

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The Journey

LaLiga as a Digital and Data Driven Organization
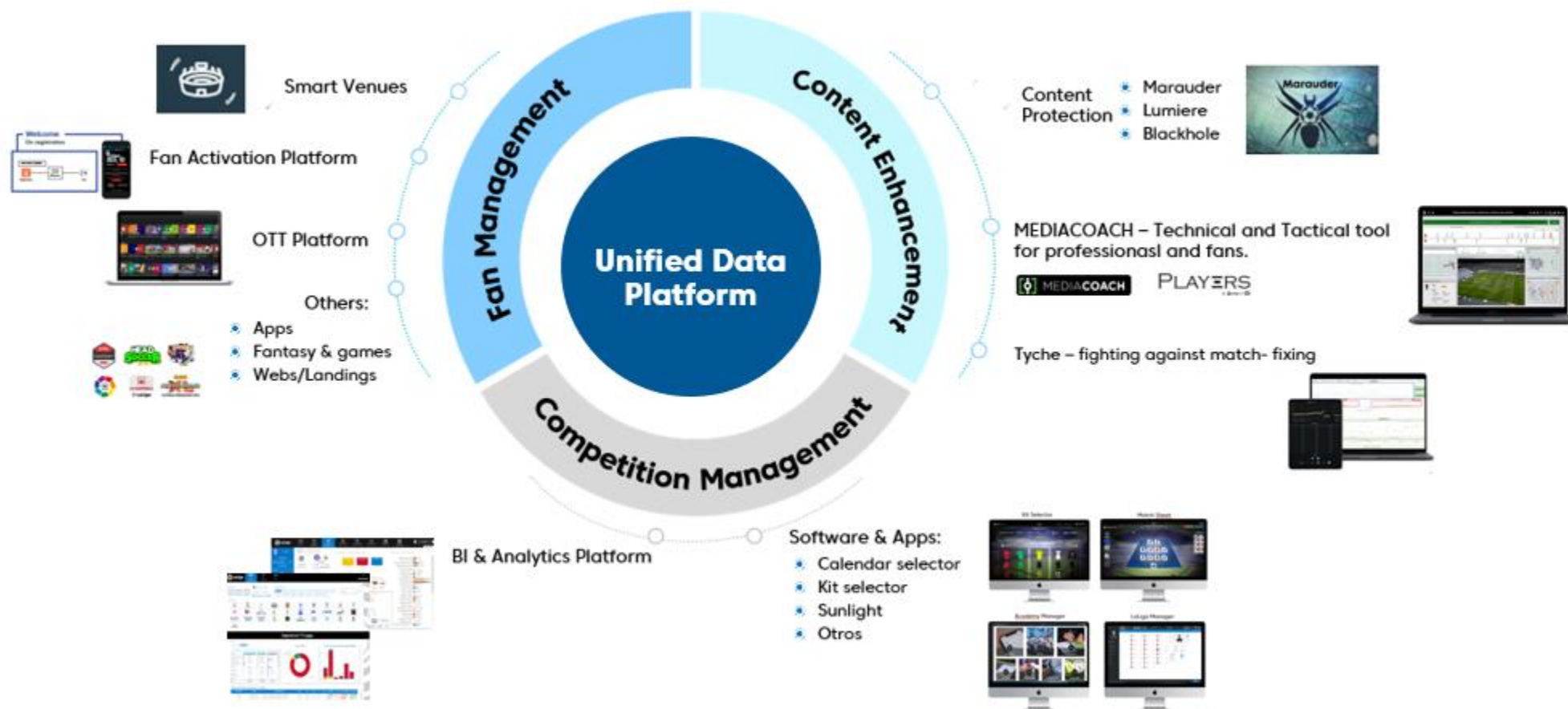
LaLiga Digital Ecosystem

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Nuestro Contenido: protegido y maximizando su valor

# Technology to protect the value of our Content: Blackhole & Marauder

LaLiga uses **Natural Language Processing AI technology** to monitor Keywords and identify suspicious websites in messaging applications –like Whatsapp, Telegram...- and social networks –like Facebook, Tiktok...-

LaLiga uses **Computer Vision AI Technology** to monitor the video content in the suspicious websites and detects the illegal content, and generates automatically reports to be sent in real time to Carriers, Hosting Providers, messaging applications and social networks asking to be removed

103 M   video streams analyzed in real time
105.000 servers with illegal content identified
3,8 M   messages monitored
15.000   IPTVS identified

Removed in Season 21/22 for LaLiga

1,1 M videos
27.000 social profiles from social networks
1.389   apps from Stores
44.700 websites
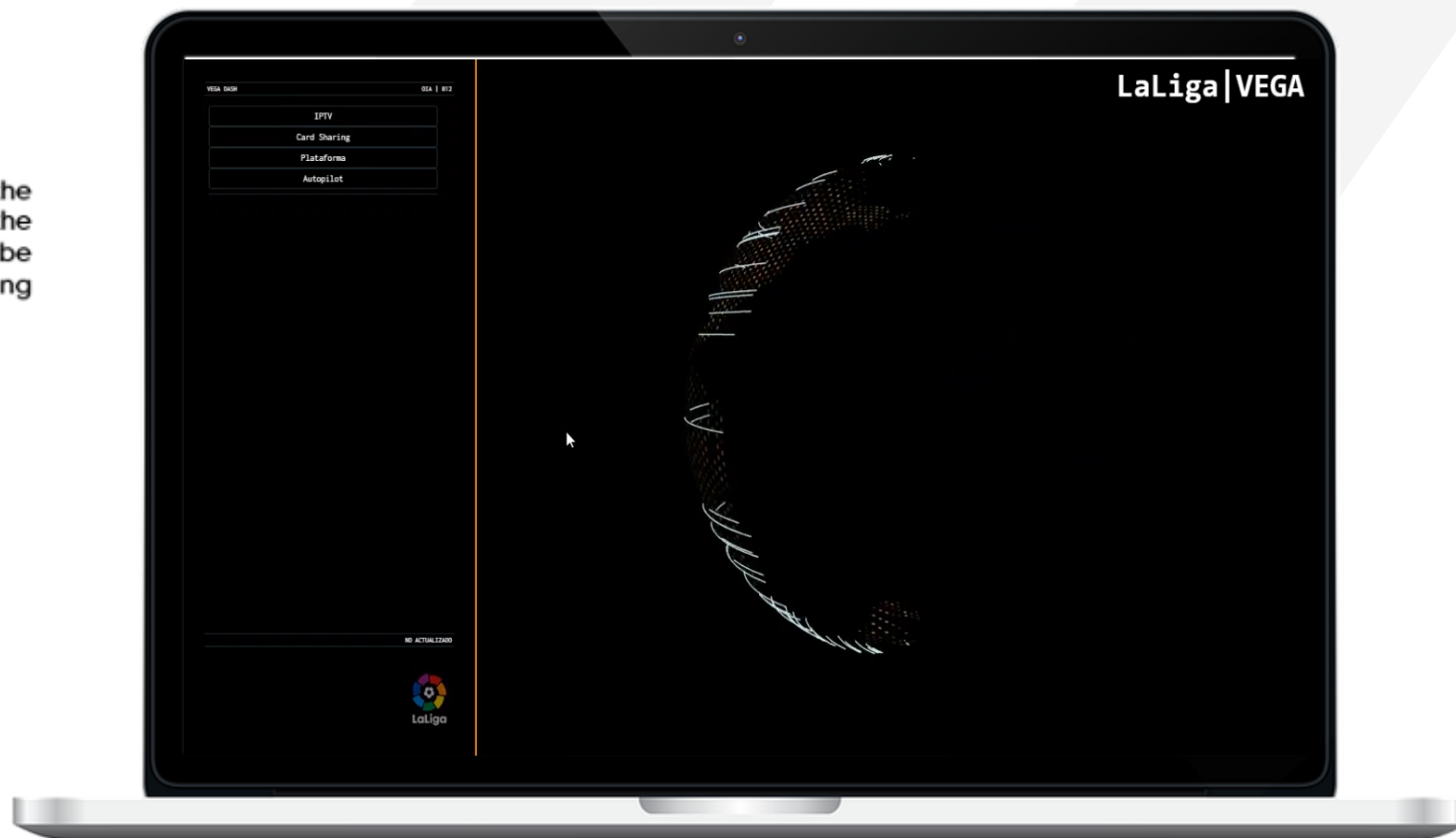
LaLiga adquiere su proveedor antipiratería de cara a dar entrada un inversor en el negocio digital

La competición y Robota trasladan a una nueva compañía la propiedad intelectual y una veintena de empleados, que trabajaban en proyectos como Marauder. LaLiga tendrá el 75%, por el 25% de su socio. La operación allana la entrada de un fondo.

LALIGA

Mediacoach

NEW DEVELOPMENTS IN THE USE OF CAMERAS, GRAPHICS AND CONTENT AROUND THE GAME

New capabilities, faster Innovation

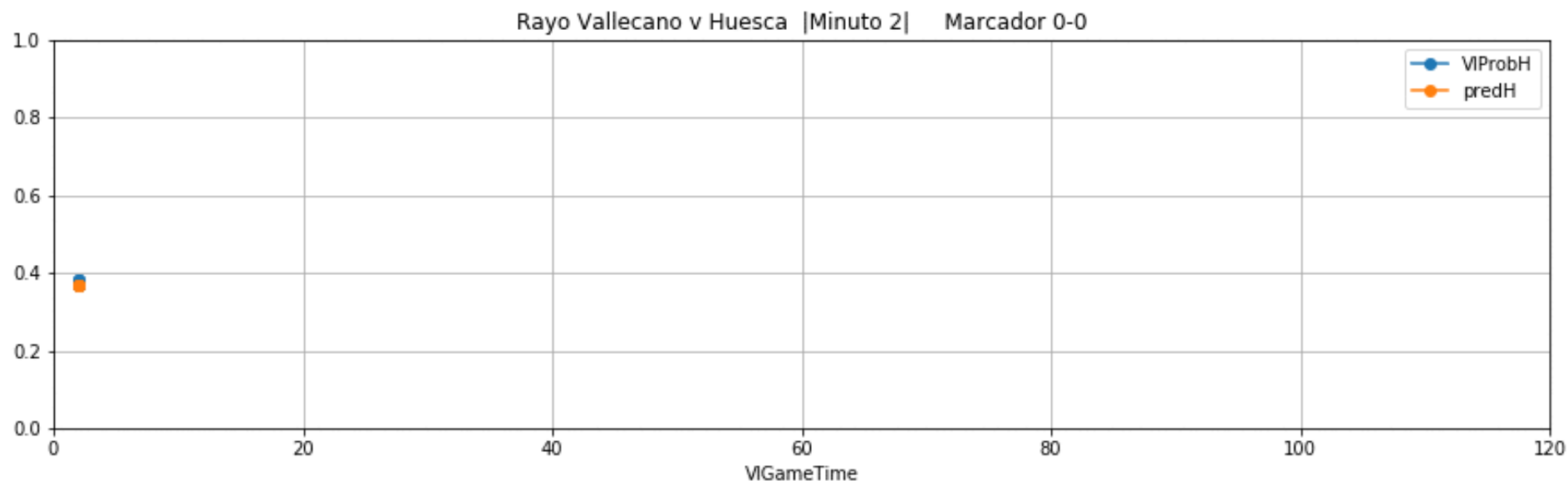# Voice dubbing and subtitling with AI

Tyche

Live monitoring of bets to ensure the integrity of competitions and protect against sports fraud

Neural networks

900 historical matches, 140,000 odds per match

Real-time analysis

+2,000 stats per second

Global scope

+40 international bookmaker markets

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Gestión de la Competición

Competition Management

Specialised applications to digitize key processes

Advantages

- ⊙ Sports-focused
- ⚡ Time-saving
- 💎 Connecting stakeholders

Key features

- 🌐 Centralized Information Ecosystem
- 📱 On any device
- ♻️ Process automation
- ⚙️ Engagement
- 🖥️ Document digitalization
- 🌍 From anywhere in the world
- 🎯 Single entry point
- 📊 Data analysis

Matchday Manager

Collect and share all information related to match preparation & analysis

Kit Selector

Select, check and approve kits for the match in an agile, efficient and error-free way
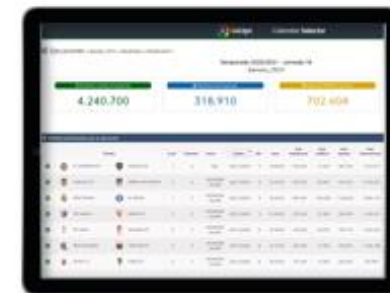
Calendar Selector

Select optimal kick off times using AI

Referee Hub

Select the right referee for each match and digitize all processes related to match reporting
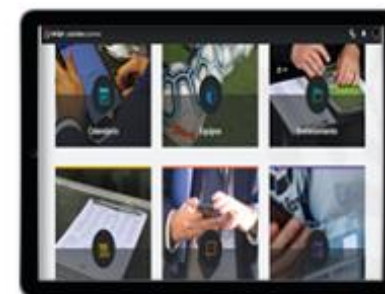
Academy Management

Manage your academy players, trainings, schedule, progress and expenses

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Calendar Selector

Goal: A schedule planning tool that maximises TV audiences and stadium attendance using **Machine Learning** models.

Technology

- Considers over 25 historical and current variables about the teams, weather, competition overlaps, cultural events and more.

- Over **3 million data scenarios** considered in total from more than 1,000 historical matches.

- Uses **genetic algorithms** to deliver the best combination of match times in a matter of minutes.

- Delivers predictive models for stadium attendance and global TV audiences, with the Machine Learning models adjusting and improving with use.

- Applied to all matches of LaLiga Santander and LaLiga SmartBank.
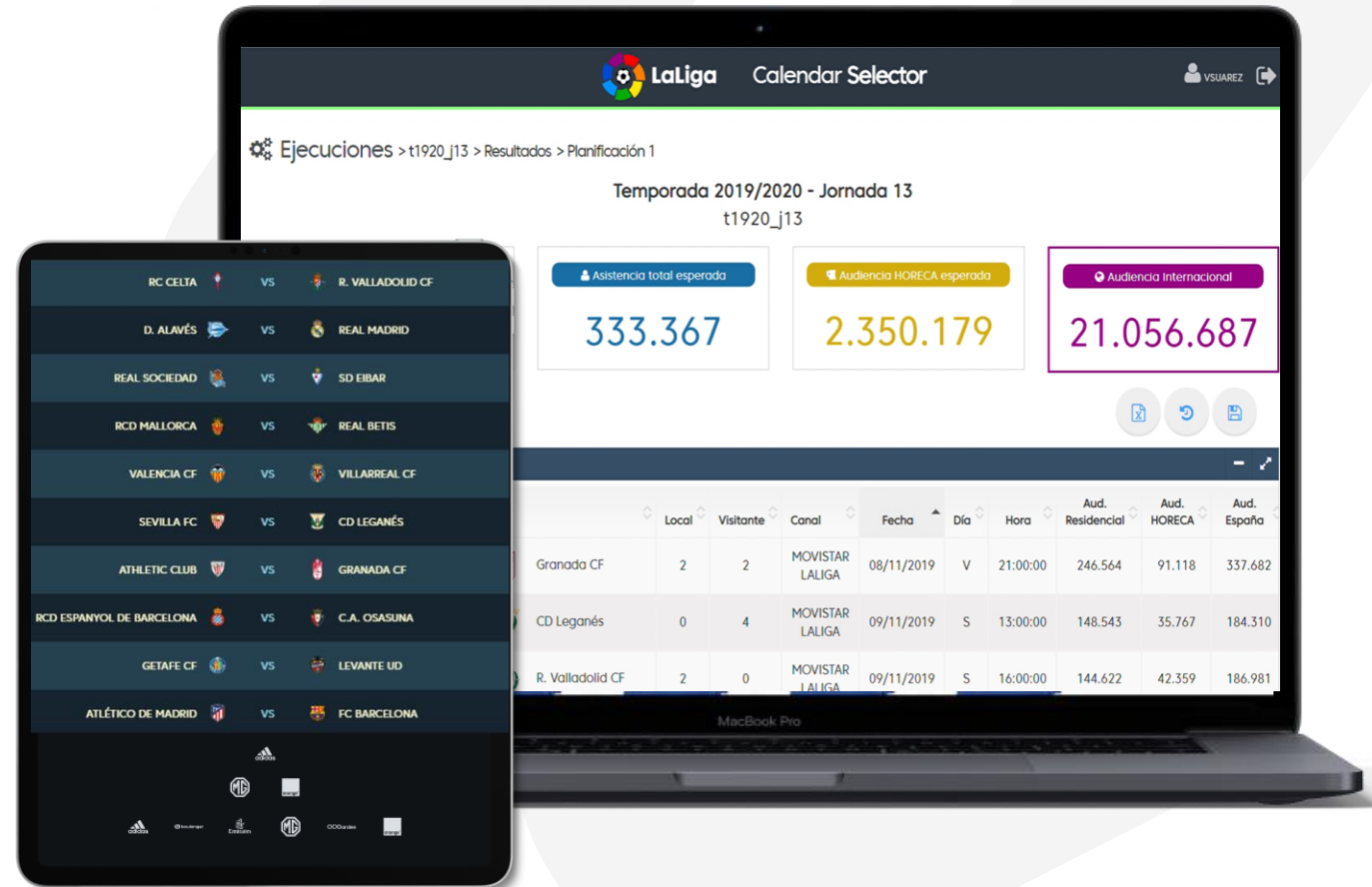
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From Data to Information

Data Driven decision making – LaLiga Dashboards

Goal: Move from data to information, for better decision making. **More than 70 Dashboards generated by LaLiga Digital BI&BA Platform**

Different data sources, based on the Dashboard to be generated:

- For audience dashboards:
  - Minute-by-minute football and other sports TV audiences (Kantar)
  - Audiences from other sources like OTT, smartphones, tablets... (Operator Rates)
  - Viewing sessions in Amazon Prime and Prime Sports, viewing sessions in bars
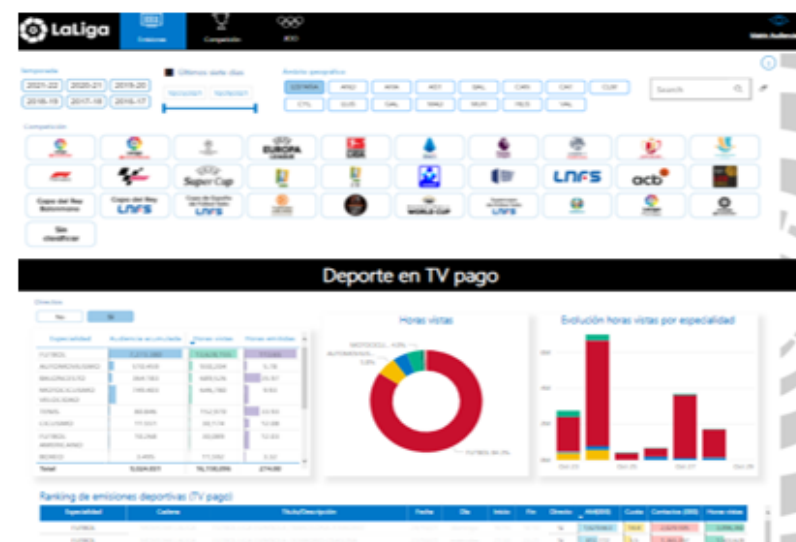
Data Driven decision making - Clubs Dashboards

Goal: unified Club financial and competition data (Spanish league and 4 European leagues) to support new business opportunities identification and competition improvement

- Stadium attendance, TV audience
- Social Media followers, publications and engagement
- Digital audience interested in the Club
- LaLiga and Club brand health by Country
- Players born, nationalized or transferred by Clubs
- Competition data, macroeconomics and market indicators by country

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Dynamic Pricing

Implementing Dynamic Pricing AI solution represents a strategic opportunity to enhance revenue and fan experience by aligning prices with perceived value and purchasing behaviors of fans.

Innovation in La Liga clubs

Success case: Sevilla C.F.

Transfer Tracker

- Technological solution offered as a consulting service allowing clubs to identify signings eligible for FIFA's solidarity mechanism benefiting developing clubs.

- Solution tracks the full transfer history related to the club, prioritizing based on their value.

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Innovation in La Liga clubs

ScoutAdvisor

- AI application based on LLM that allows filtering and searching for players in natural language.

- It concentrates a lot of information about players. It brings together scouting reports with other player data.

- The model is trained with this information and other parameters that give football context, which allows the search in natural language. **Example: Delantero tanque.**

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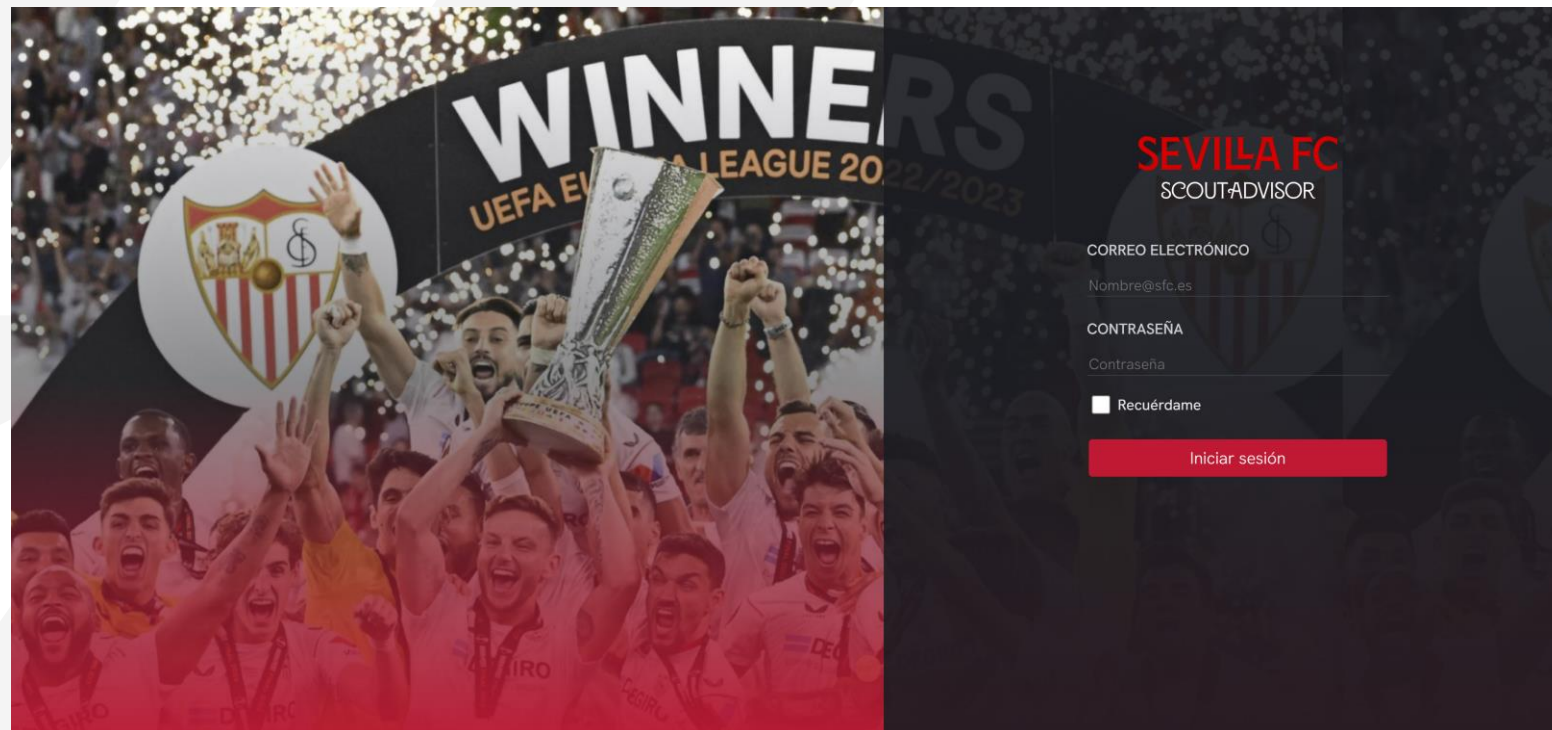
El valor del Contenido crece con el valor de nuestros Fans

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Fan engagement

App Oficial

- **Historical downloads :** 20,5 M
- **iOs rating :** 4,5
- **iOs Reviews :** 101K
- **Android rating :** 4,3
- **Android reviews:** 316K
- **Apple Ranking:** No. 17 in Sports
- **Ranking on Android:** No. 11 in Top Apps for €0

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Fantasy Game: Fan Engagement

Our gamified solution for following your passion for the game, share it with other fans, and play at the same time.

Our Fantasy solution provides a unique and innovative way of attracting followers, generate & develop fans as they grow a recurrent interaction with the game, and share their passion with others, and at the same time we generate monetization & revenue opportunities

New game modes

Premium features

Monetization and Subscriptions

In-app purchases

Sponsorship opportunities

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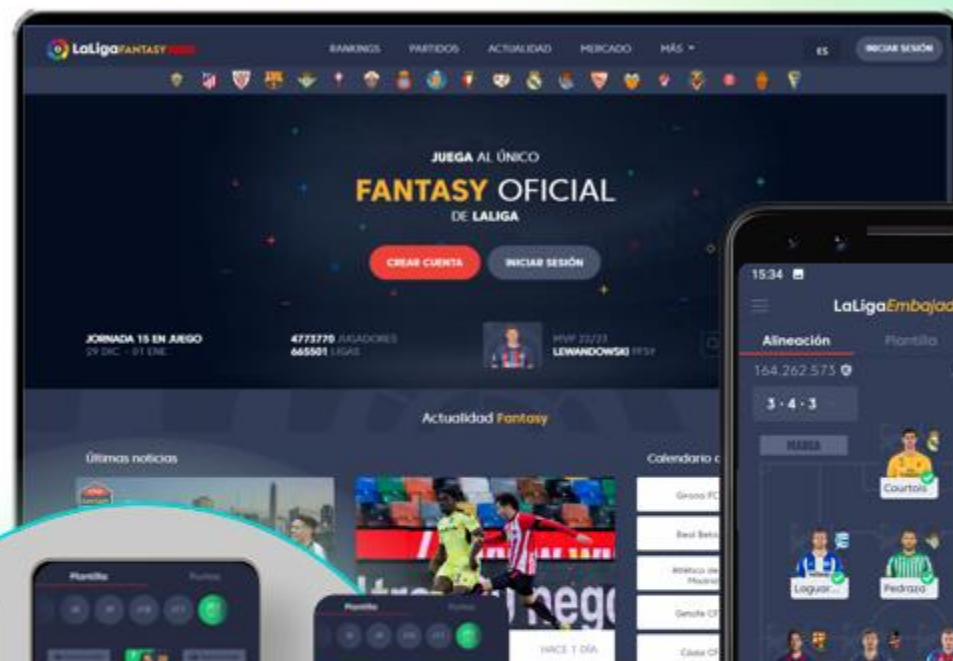
LALIGA +

We have a wide selection of competitions of the main international sports.

With the best **national soccer** (LALIGA EA and LALIGA HYPERMOTION) and **international soccer** (Conmebol Libertadores, Eredivisie, Brazilian Serie A Championship, Italian Serie BKT, Austrian Bundesliga, Portuguese Cup and Super Cup, AFC Champions League, Saudi Professional League...).

All the excitement of **basketball** in the LEB ORO league and **handball** with ASOBAL Plenitud.

Plus the best content on **petanque**, **gymnastics**, **athletics**, **European volleyball**... and much more!

DATA COLLACTED BETWEEN 2018 AND 2023
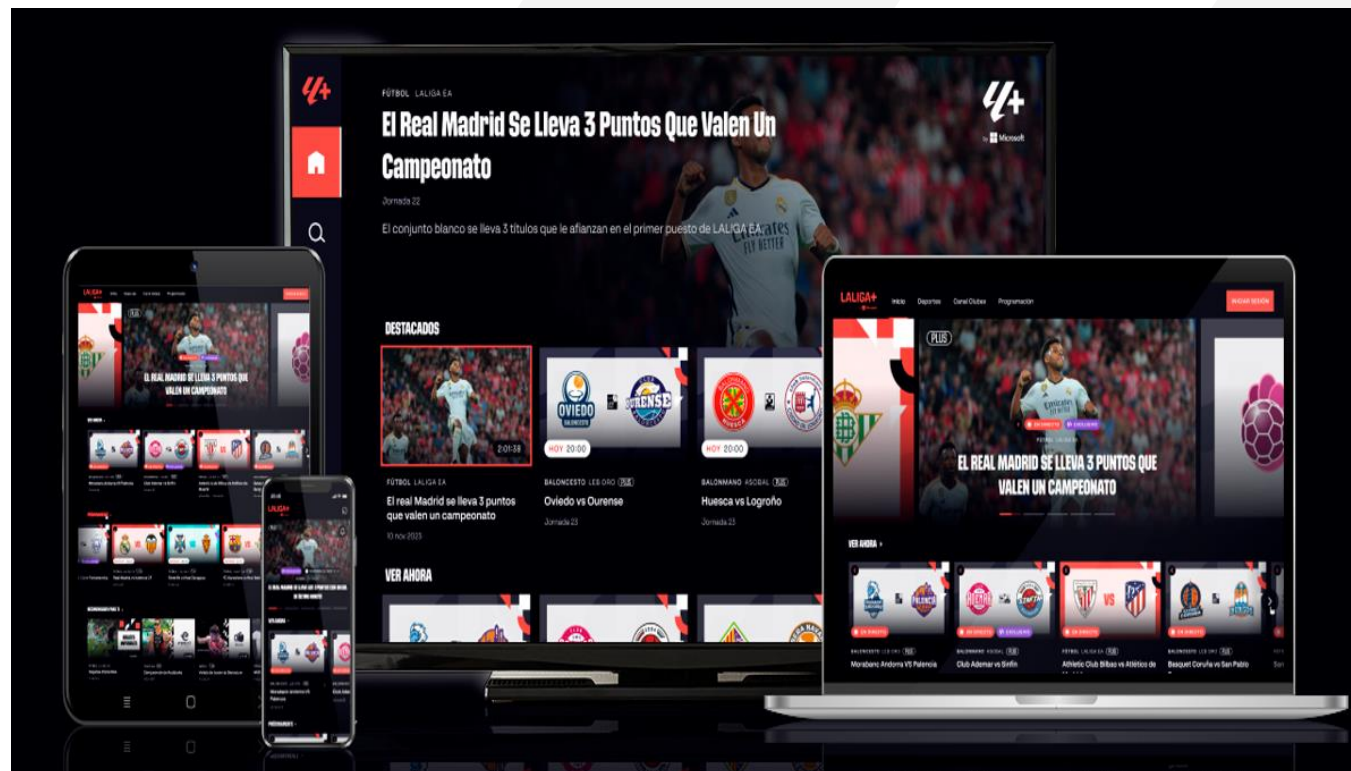
1,6 millions	**3 millions**	**+243 mill.**	**58 mil**	**135 mil**	**405 mil**
Of registered users who have viewed content.	Of total registered users.	Of minutes viewed (streaming – live)	Monthly active users (subscriber and non-subscriber)	Average monthly active users	Average monthly active devices

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App Players: football players as key stakeholders

- An exclusive App for our football players

- We send them images and videos to be shared by themselves in their Social Networks

- Apart from that, we share player statistics during the match

Technology

- We use facial recognition to select the pictures and are sent to each player 20 minutes after the match has finished

- We use AI based solution to create best highlights per player and the video is sent Tuesday 10 AM in the match is during the weekend –due to audiovisual rights-

More than 1.000 football players have downloaded this App from store

Some highlights have more than 3M views

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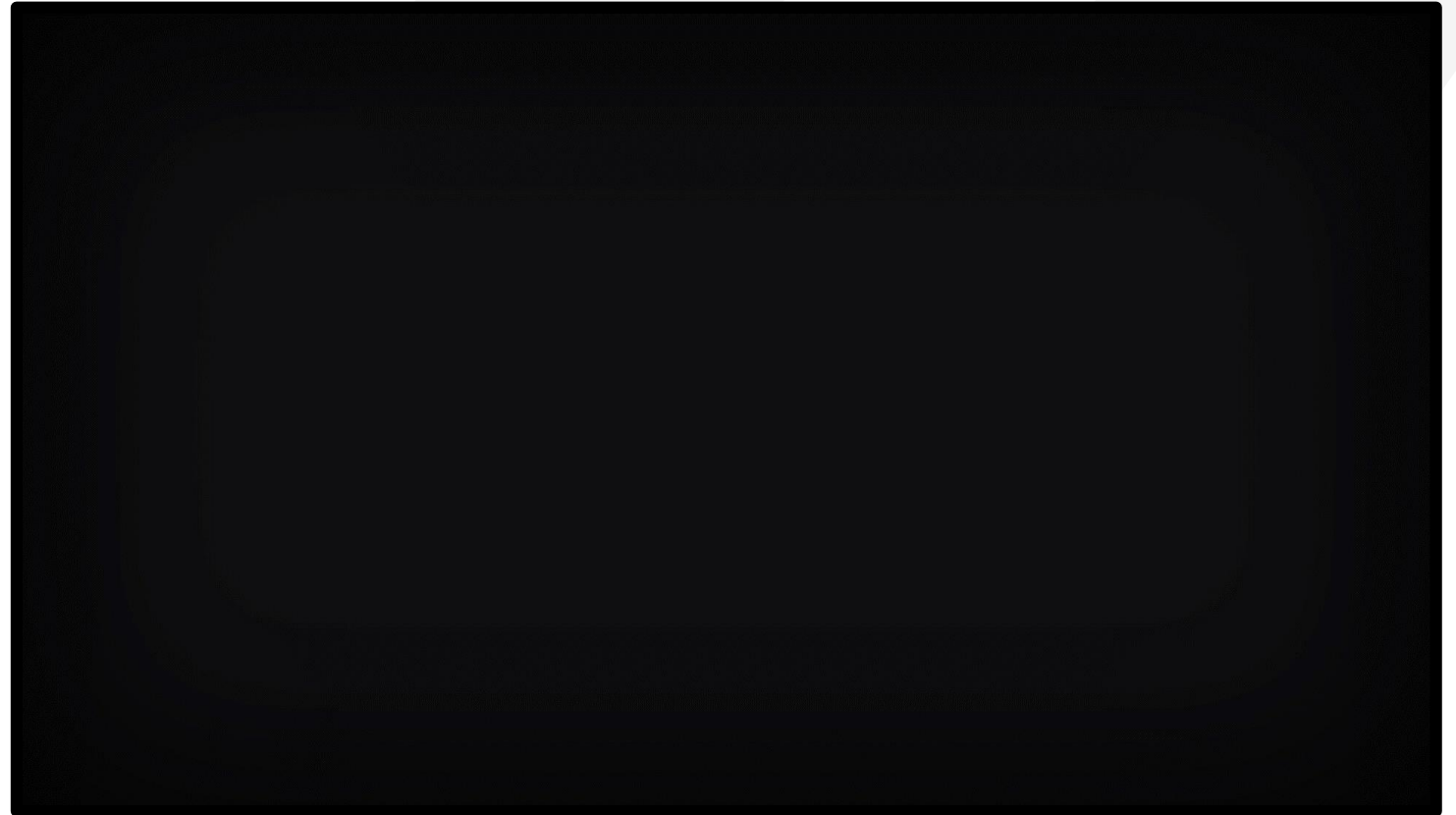
Fan Engagement – Fan 360 & Fan Activation

Goal: have a good knowledge about fan behaviors and consumption and create the better and more personalized experience among their life cycle journey, from onboarding to loyalty.

Technology

- **Digital audience** per channel
- **Segmentation** for more **personalization**
- Fans **life cycle management (fan strategy)**
- **Targeted services** and campaigns for awareness, engagement, conversion and loyalty
- 358 M emails sent from activation platform
- 1,5M push notifications/season

LEAD

Prospect

- Email
- Name
- Age
- Country
- Favorite team

Wants to get **communications?**

Yes   No

VS

LALIGA FAN

Registered fan

Email, SMS, Push, cookie, FB id

- Lives in Spain
- 1st Favorite Team Betis
- 2nd favorite team Real Madrid
- Has consulted the calendar on the Web
- Fantasy Heavy User of the OTT
- Watched live videos of RUGBY on the OTT
- User at risk (medium) in FANTASY
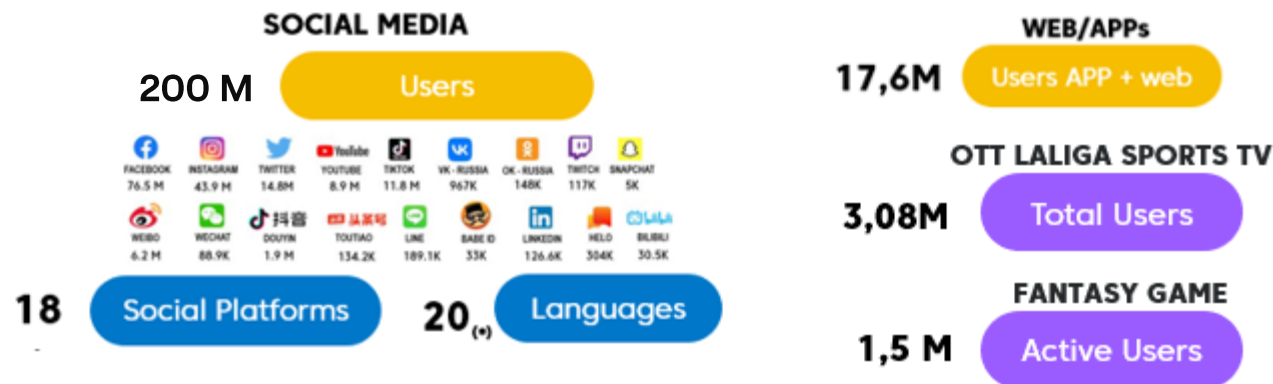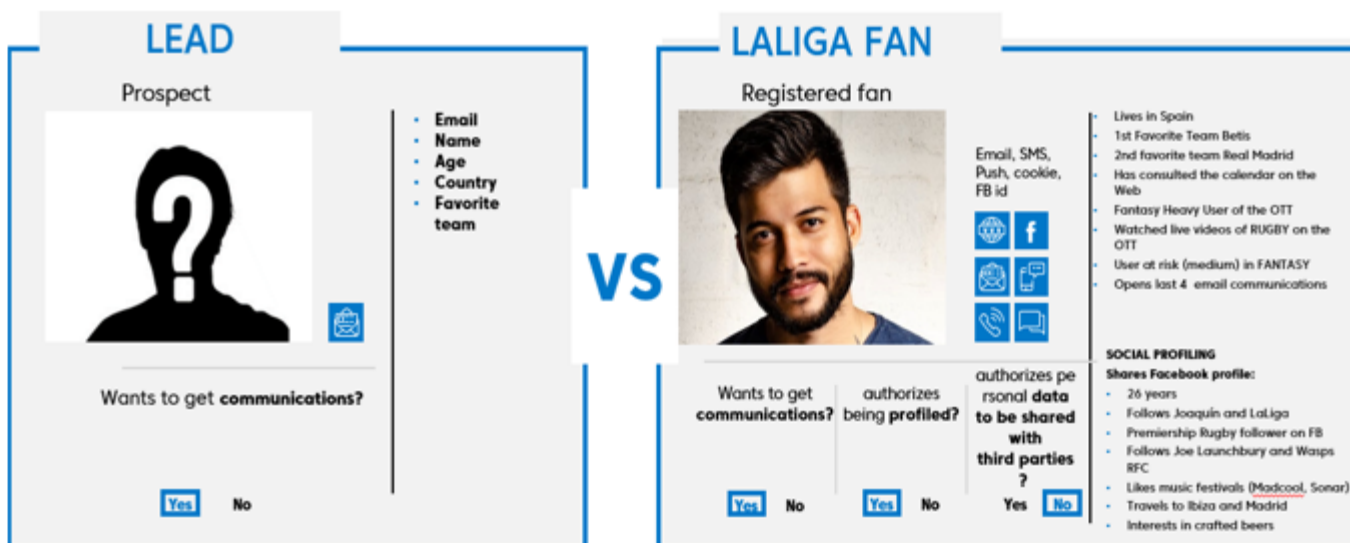- Opens last 4 email communications

SOCIAL PROFILING
Shares Facebook profile:

- 26 years
- Follows Joaquin and LaLiga
- Premiership Rugby follower on FB
- Follows Joe Launchbury and Wasps RFC
- Likes music festivals (Madcool, Sonar)
- Travels to Ibiza and Madrid
- Interests in crafted beers

Wants to get communications?   authorizes being profiled?   authorizes personal data to be shared with third parties?

Yes   No   Yes   No   Yes   No

SOCIAL MEDIA

200 M   Users

FACEBOOK 76.5 M   INSTAGRAM 43.9 M   TWITTER 14.8M   YOUTUBE 8.9 M   TIKTOK 11.8M   VK - RUSSIA 967K   OK - RUSSIA 148K   TWITCH 117K   SNAPCHAT 5K

WEIBO 6.2 M   WECHAT 88.9K   DOUYN 1.9 M   TOUTIAO 134.2K   LINE 189.1K   BABE ID 33K   LINKEDIN 126.6K   HELO 304K   BILIBILI 30.5K

18   Social Platforms   20 (*)   Languages

WEB/APPs

17,6M   Users APP + web

OTT LALIGA SPORTS TV

3,08M   Total Users

FANTASY GAME

1,5 M   Active Users

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From Cost to Benefit

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End of 2.020: The next step

COMPETICIONES

LaLiga busca socios en el capital riesgo para su negocio tecnológico, que valora en 450 millones

La patronal española del fútbol negocia con fondos de capital riesgo como CVC y Bruin Sports Capital para dar entrada a un socio externo a una nueva compañía que concentrará sus activos digitales.

f   🐦   🟢   in   🔗   ✉   ⬇

Palco23 | 16 dic 2020 - 10:41

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Economía | Actualidad económica | Consumistas | Macroeconomía | **Empresas** | Vivienda | INnovadores

P&R • Claves de la alianza

Acuerdo de LaLiga y CVC: quién es el nuevo inversor del fútbol español y qué harán los clubes con el dinero

La entrada del fondo con 2.700 millones de euros abre un nuevo escenario para el futuro de los clubes profesionales

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July 1st 2.021: LaLiga Tech is born as a carve out of LALIGA Technical Team

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# Technology, culture, people, processes, strategy

1. **People**: A company is essentially its people. They drive innovation, serve customers, and execute strategies. People are often considered a company's most valuable resource.

2. **Strategy**: Strategy provides a roadmap for a company, laying out a clear path to reach its goals. Without a strong, effective strategy, it's hard to guide the efforts of people in the right direction.

3. **Culture**: Culture defines the environment in which people work and strategy is executed. A positive culture can motivate employees, foster innovation, and ultimately lead to more success.

4. **Processes**: Processes provide structure and efficiency, enabling consistent and repeatable outcomes. Well-defined processes help to implement the strategy effectively.

5. **Technology**: While technology is crucial, it serves as a tool that supports people, strategy, culture, and processes. The importance of technology can vary more than the other elements depending on the nature of the business.

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From Project based to Product Mindset

VS
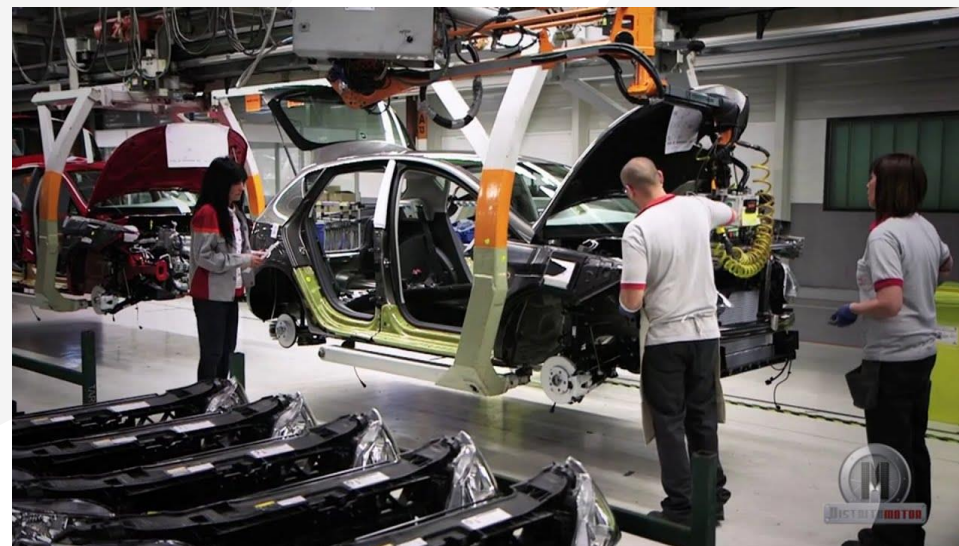
LaLiga Tech is launched, to share with all the Sports Industry our kowledge and Technology

European Games Kraków-Małopolska 2023
- The Kraków-Małopolska 2023 European Games will get extensive international promotion, thanks to cooperation with Spain's LaLiga. LaLiga will support the Games on its social media channels: Facebook, Instagram, YouTube, Tiktok, Twitter, as well as on the LaLigaSportsTV platform

LaLiga Tech as provider for World Padel Tour
- The OTT platform delivered by LaLiga Tech helped the professional padel tournament to build a direct relationship with its fans, as the base for wider international growth
- More than 600.000 registered users in World Padel Tour TV

Belgium's Pro League and Anti-Piracy services
- They have substantially reduced its volume of piracy strengthening its position with its global broadcast partners and improving its digital reputation among its audiences.

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Alone vs Together

Mid January 2.022

Presentación de Globant

LALIGA

Ukraine war

... And finally reached and agreement

Tech

Globant, LaLiga enter agreement to create global technology company

Sep. 28, 2022 11:21 AM ET | **Globant S.A. (GLOB)** | By: Pranav Ghumatkar, SA News Editor

- Globant (NYSE:GLOB) has reached an agreement to create a joint venture to establish a global technology company that will lead the reinvention of the sports and entertainment industry.

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23 December 2.022: the new LaLiga Tech

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And finally we renamed the company in october 2.023
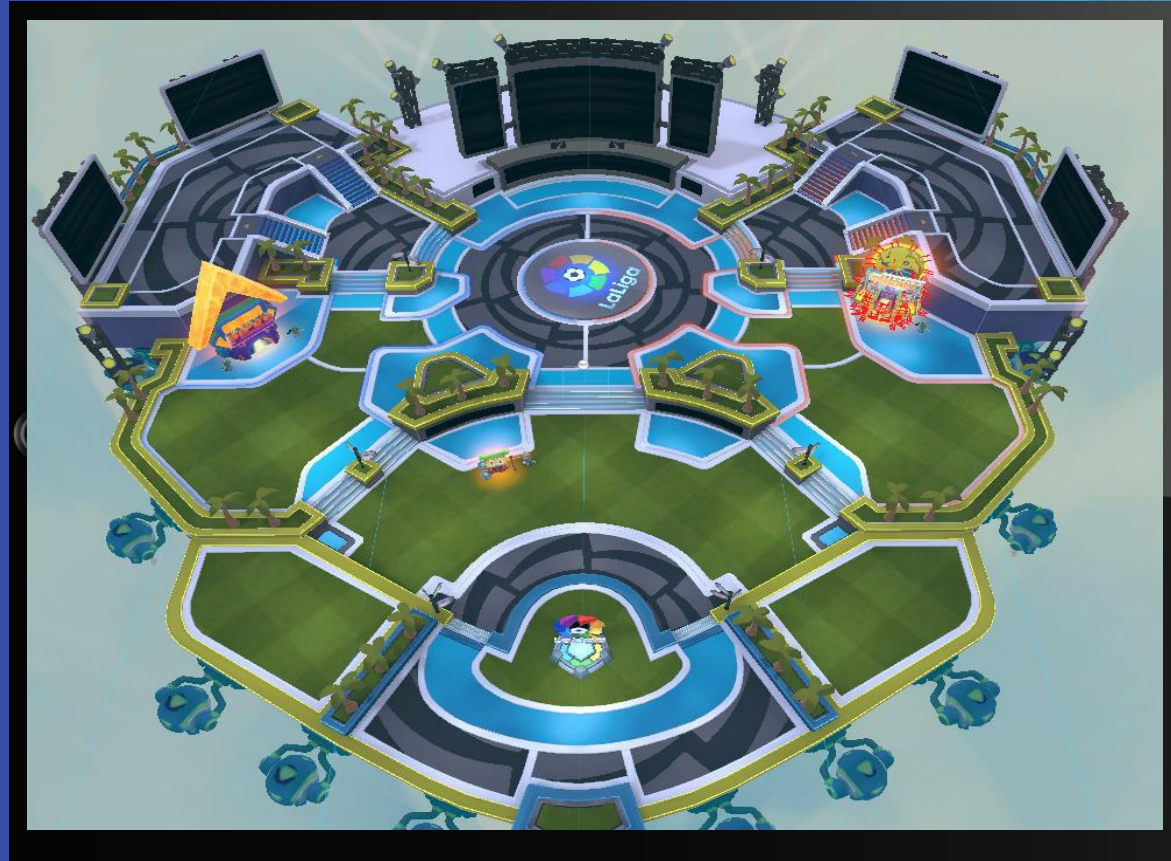
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Failure: 4D Replay

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Metaverse

/ A shared, virtual universe for fans

/ Competition, predictions and chat between different groups

/ NFTs of LaLiga team jerseys from each game

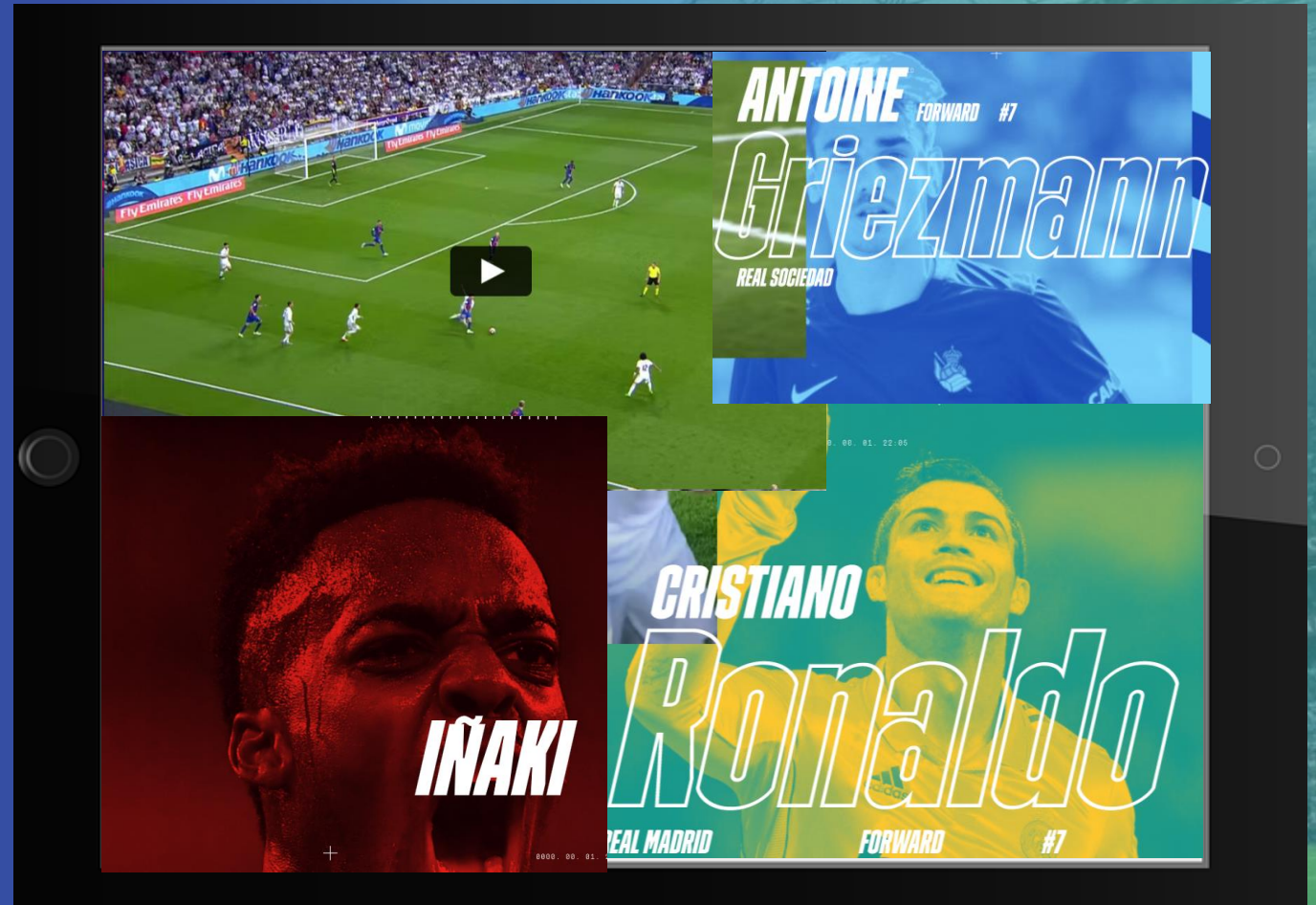/ Rewards include exclusive NFTs, jerseys and trips to Spain

GREEN PARK™

LaLiga TECH

NFTs

Dapper

/ Collectibles meets gaming meets blockchain

/ Digital collectibles to buy, collect and trade

/ Iconic LaLiga moments since 06-07

/ Credit card or digital currency

/ Regular contests with real-world prizes

/ First major NFT drop during T22-23

LaLiga **TECH**

¡THANK YOU!